Report Out

September 29, 2014

The Team

The Team

Name	Title	Department
Rick Ceschin	Project Sponsor/Deputy Director	Human Resources
Karen Kimple	Project Leader/HR Project Manager	Human Resources
Angela Nixon	Employment & Staff Manager	Human Resources
Linz Estrada-Gonzalez	HR Analyst	Human Resources
Lori Brown	HR Coordinator (Parks, Family Care)	Human Resources
Sheila Pospichal	Management Assistant (Zoo)	Human Resources
Valerie Woods	Assistant Director of Family Care	Family Care
Michelle Naples	Director of Policy, Research & Grants	Department of Health & Human Services
Barb Tess	Deputy Comptroller	Comptroller

Current Status Assessment

2013 Statistics

- Turnover rate: 25%
- Job Openings Filled: 474 (90% External Applicants)
- On-line Job Applicants: 52,122
- Job Applicants Invited to take Performance Test: 3,400
- Job Applicants Tested: 800
- Current Openings: approximately 275

Team Member Expectations

- Develop manageable hiring process
- Learn the continuous improvement process
- Gain a deeper understanding of value stream mapping process
- Find the best way of doing things
- Clear expectations of roles in future state

- Standardize the hiring process throughout the County (one best way)
- A clear process everyone can follow
- Make improvements wherever we can
- Be more efficient
- Speed up the hiring process

Project Charter

Project Charter

Optima

Project Name

Hiring Process

One Sentence Description

Value Stream Map the hiring process for classified jobs including both competitive and non-competitive positions.

Project Sponsor

Rick Ceschin

Project Leader

Karen Kimple

Team Members

Name	Title
Angela Nixon	Employment and Staffing Manager
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Lori Brown	HR Coordinator (Parks & Family Care)
Sheila Pospichal	Management Assistant - HR (Zoo)
Valerie Woods	Assistant Director of Family Care
Michelle Naples	Director of Policy, Research & Grants, DHHS
Barb Tess	Deputy Comptroller

Principle Stakeholders

Hiring Manager, Applicant, New Hire, Employment Manager, Human Resources Generalist

Date Chartered	Project Start Date	Target Completion Date
8/6/2014	8/19/2014	12/31/2014

Process Bounds	**Start Point**	**Stop Point**
	Hiring Manager identifies the need to fill a new or existing position.	Employee's first day of employment.

Out of Scope

Onboarding Process, Employee Orientation, System Updates, Civil Service Rule Changes & Employee Turnover

Process Importance - Business Need for Improvement

The current employment process takes too much time from when the job opening is identified until it is subsequently filled. The delay often results in higher costs due to:
- overtime pay and/or contractor costs to temporarily cover job opening
- excessive staff time to work with HR to fill the opening
- staff time to repeatedly train new employees due to high turnover rate
- sometimes having to start the process over if candidate is not hired in a timely manner or is not a good fit

Process Problem

There is currently no standardized and transparent process for filling job openings across the County. The process is cumbersome and because it takes so long, it results in frustrated Hiring Managers and discouraged candidates. There are no clearly established roles for the HR Generalist, the Hiring Manager and the Employment group. Job requirements for openings are not well-established and result in candidate lists that do not always fit management's needs. There is a lack of screening tools available to Hiring Managers which results in managers making poor hiring decisions. Without an efficient process for handling the high volume of applicants, there is a lack of communication back to the candidates which leads to a negative impression on that individual and the community.

Project Goals and Objectives

Gather basic "current state" metrics to establish a baseline of before/after:
- number of days from the time the requisition is approved by the Department Manager to the new employees' first day at work
- turnover rate
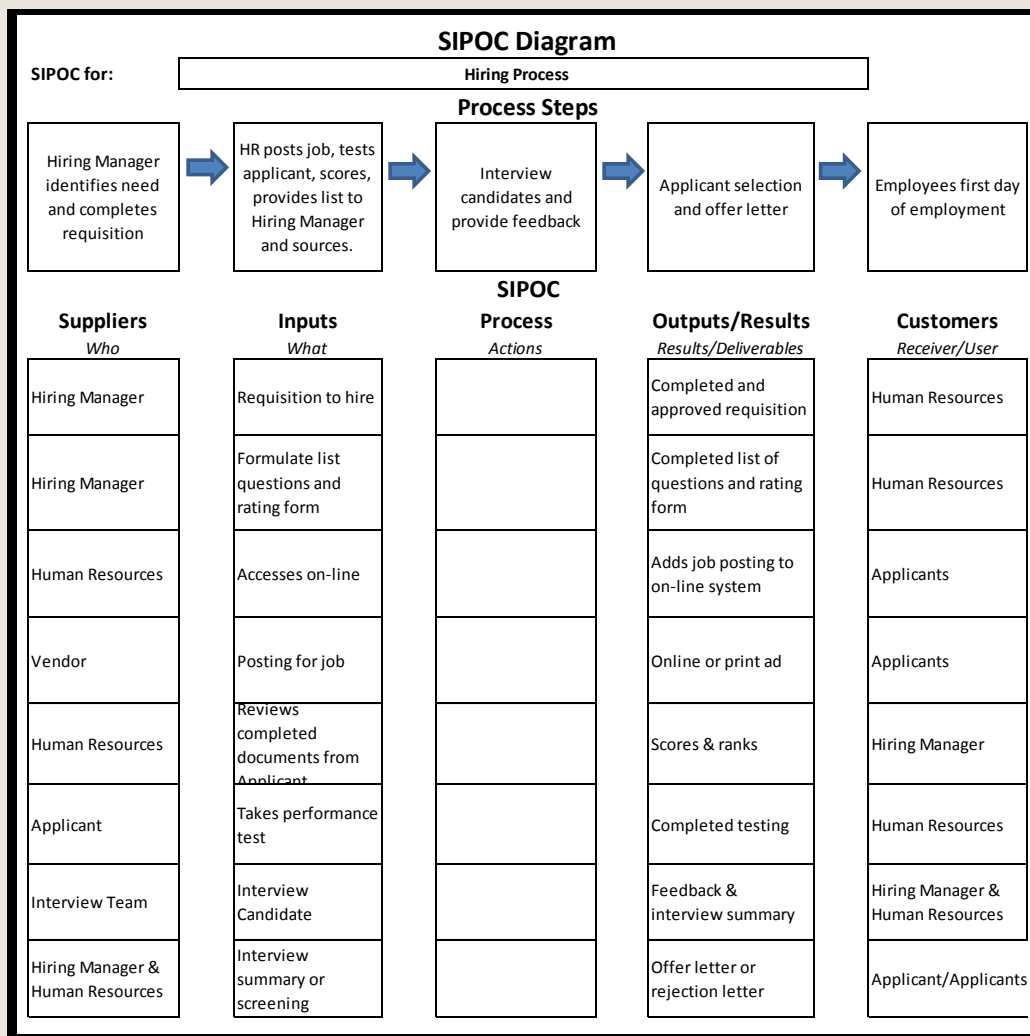- number of openings filled versus the number of applicants

Clarify the roles and duties of the Employment group, the HR Generalist and the Hiring Manager

Strive for a more standardized and efficient employment process throughout the County

Identify tools, training and coaching opportunities for Hiring Managers that would result in greater compliance with employment law, City Ordinances, and Civil Service Rules

Prioritize any recommended Civil Service Rule changes that would have a significant impact on the process

SIPOC

SIPOC Diagram

SIPOC for: | **Hiring Process**

Process Steps

| Hiring Manager identifies need and completes requisition | → | HR posts job, tests applicant, scores, provides list to Hiring Manager and sources. | → | Interview candidates and provide feedback | → | Applicant selection and offer letter | → | Employees first day of employment |

SIPOC

Suppliers	Inputs	Process	Outputs/Results	Customers
Who	*What*	*Actions*	*Results/Deliverables*	*Receiver/User*
Hiring Manager	Requisition to hire		Completed and approved requisition	Human Resources
Hiring Manager	Formulate list questions and rating form		Completed list of questions and rating form	Human Resources
Human Resources	Accesses on-line		Adds job posting to on-line system	Applicants
Vendor	Posting for job		Online or print ad	Applicants
Human Resources	Reviews completed documents from Applicant		Scores & ranks	Hiring Manager
Applicant	Takes performance test		Completed testing	Human Resources
Interview Team	Interview Candidate		Feedback & interview summary	Hiring Manager & Human Resources
Hiring Manager & Human Resources	Interview summary or screening		Offer letter or rejection letter	Applicant/Applicants

Current State Map

8 Forms of Waste

1. Delay and Waiting
2. Over Processing
3. Over Production
4. Motion
5. Inventory
6. Transportation/Conveyance
7. Inspection, Correction, Rework
8. Lack of Participation and Innovation

Customers & Customer Value

Value-Added:
An action that the customer is willing to pay for

Cost-Added:
Steps in the process that are required due to policy, computer requirements & statutory requirements. They must be performed, but the customer doesn't recognize the value

Waste:
The 8 forms of waste

Customers

- **Hiring Managers (Primary)**
- Job Applicants
- Human Resources

Current State Metrics

Current State	# of Steps	Time/Minutes	%
Value added	35	3,259	2%
Cost Added	10	155	0%
Waste	60	168,593	98%
Total	105	172,007	100%

Works Well

- Job seekers are interested in working for the County
- Compliance with Civil Service Rules
- HR is not a barrier after the certification list is provided
- Effective communication in certain areas facilitates the process
- Jobs eventually get filled

Doesn't Work Well

Hiring Manager

- Process is not transparent to Hiring Managers
- Hiring Manager, HR partner & Employment need to talk sooner
- Understanding Preferences vs. Minimum Qualifications
- Roles not defined or consistent

Applicant

- Apple incompatibility
- Long applicant wait time & lack of notifications; high applicant call volume
- Most recently submitted application may not match resume in system

Human Resources

- Poor internal communications; Employment needs a more strategic approach
- No standard documentation: hiring checklist, interview notes, applicant letters
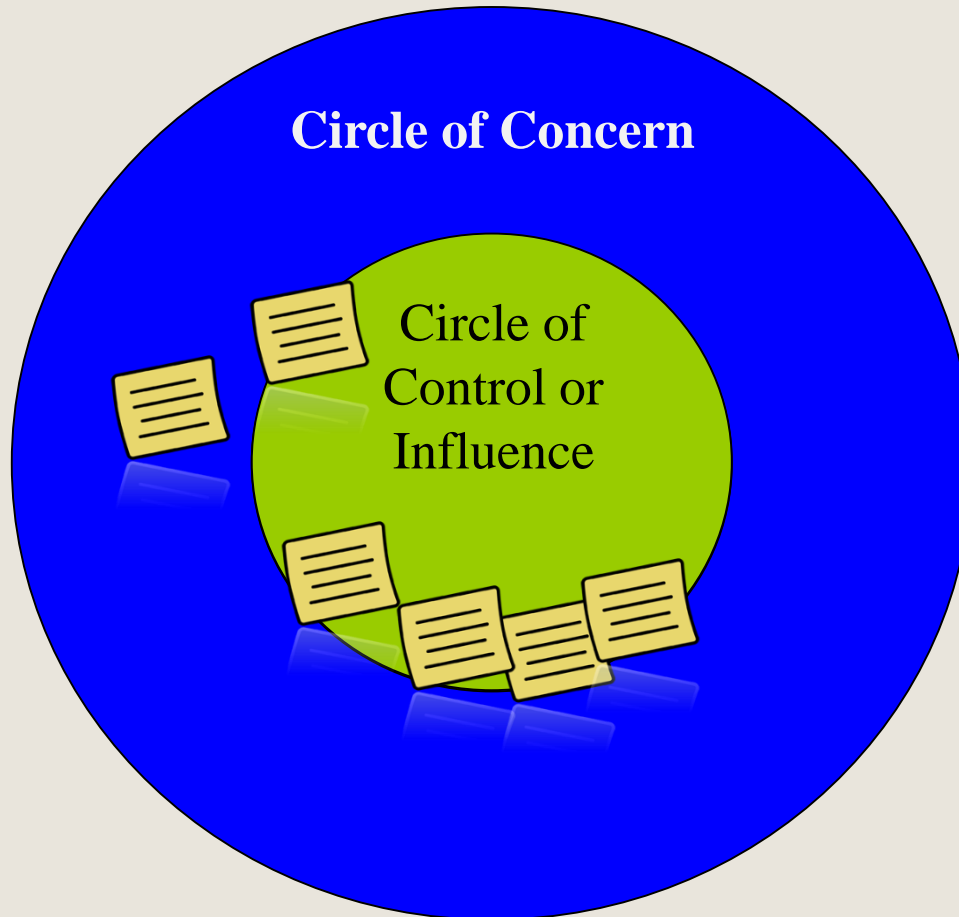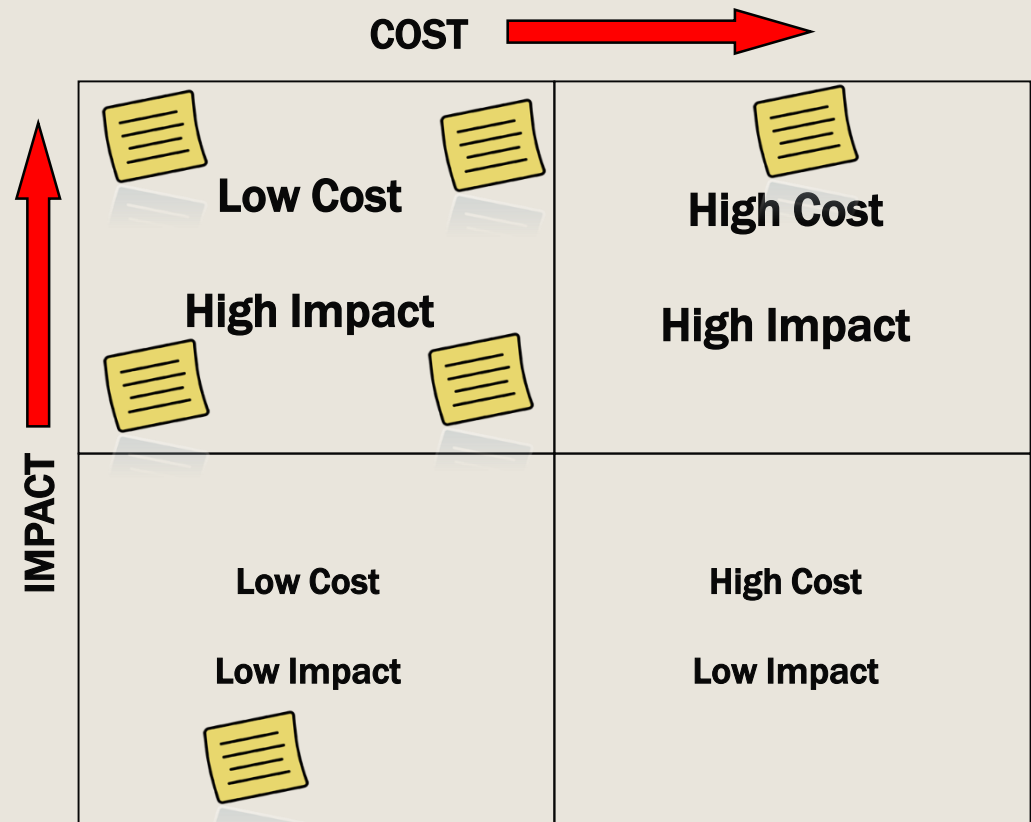- Customer expectations not managed

Brainstorming

113 unique ideas generated

Covey's Circle
Assess which ideas are within our control to change

Impact Quadrant
Sorting ideas by impact and cost

COST →

	Low Cost High Impact	High Cost High Impact
IMPACT ↑	Low Cost Low Impact	High Cost Low Impact

Creating the Future State

Big Impact Ideas

- Eliminate internal job req. form
- Strategic meeting between Hiring Manager & HR Partner early in process
- Develop "Job Opening" Checklist
- More flexibility with Employment to identify a better applicant pool
- Reduced number of approval steps
- Streamline score validation process
- Eliminate mail to reduce cost & time

Out of Scope Ideas & Challenges

- Examine Unclassified hiring process (new project)

- H.O.C. Hiring Process (new project)

- VSM Employment Testing Process (new project)
  - Re-evaluate testing as a value add for Employment
  - Charging applicants for testing
  - Contract for testing

- New HR Systems
  - Hiring process dashboard

- Civil Service Rule Changes

- Training Programs
  - Interview Skills
  - Hiring Process & Expectations
  - Civil Service Rules
  - Corrective Action Policy
  - Former County employee history for Hiring Managers

Measured Improvements

Current State	# of Steps	Time/Minutes	% Total
Value Added	35	3,259	2%
Cost Added	10	155	0%
Waste	60	168,593	98%
Total	105	172,007	100%
Future State	# of Steps	Time/Minutes	% Reduction
Value Added	33	2,234	31%
Cost Added	10	155	0%
Waste	39	126,650	25%
Total	82	129,039	25%

Implementation Plan

Who	Task	Deadline
HR Partners	E-mail only job offer and turndown letters	11/01/14
Employment & Staffing	Implement use of Excel for searching test scores	11/01/14
	E-mail only applications	11/01/14
	Bigger monitors for Employment Analysts	Included in Budget
Senior Management	New Hire Implementation Project Team	Completion: End of Q2, 2015
	▪ Identify team members ▪ Establish Best Practices for Hiring Mgrs ▪ Eliminate Departmental Job Req. Form ▪ Develop Job Opening Checklist ▪ Develop & implement roll-out plan (communications and training)	

What We Have Learned

Questions & Answers